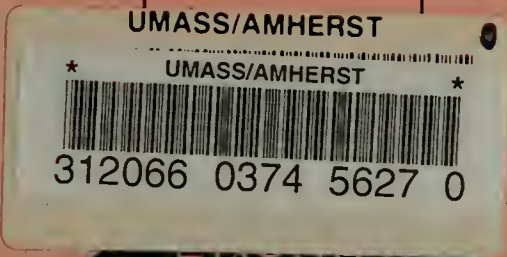


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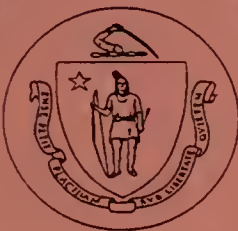


# Department of Education

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EDUCATION

## Recertification of Massachusetts Educators

### Guidelines and Application Forms for Professional Development Providers



January 1995 - June 1996

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Publication #17658-28-2550-1/95-DOE

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# The Commonwealth of Massachusetts Department of Education

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January, 1995

Dear Colleagues:

I am pleased to inform you of an opportunity to participate in a new program for Massachusetts educators - the Professional Development Provider program. The Education Reform Act of 1993 has requested the recertification every 5 years for Massachusetts educators. We are inviting all school districts, institutions of higher education, private schools, collaboratives, not-for-profit and for-profit educational associations and individuals to become state-endorsed Professional Development Providers.

Providers will strengthen the recertification program by offering quality learning activities that can include courses, workshops, seminars, and other related activities that strengthen teaching, learning, and educational leadership. A catalog of Provider listings, which will be distributed at no cost to educators in hard copy and Internet form, will increase awareness of the professional development activities that are happening in Massachusetts. Providers will also receive free software that tracks offerings, records participants, and generates "Certificates of Completion." Technical Assistance workshops will be offered throughout the state to familiarize Providers with the software.

The new Professional Development Provider program is a tremendous opportunity for us to work together to build and strengthen a network that supports the quality and accountability of teaching and learning for Massachusetts teachers and students. I urge you to complete the application to become a Professional Development Provider.

Sincerely,

A handwritten signature in cursive script, reading "Robert V. Antonucci".

Robert V. Antonucci  
Commissioner





## Table of Contents

Recertification of Educators in Massachusetts . . . . .	1
Overview on the Professional Development Provider System . . . . .	2
Standards for Professional Development in Massachusetts . . . . .	2
The Professional Development Provider Process . . . . .	2
Characteristics of Quality Professional Development . . . . .	5
Information and Directions for Completing Application Forms . . . . .	7
Application Form for Professional Development Providers Part I . . . . .	8
Application Form for Professional Development Providers Part II . . . . .	9
Statement of Operational Assurances . . . . .	11
Documentation and Credentials Form . . . . .	12
Voluntary Form for Inclusion in Catalog of Professional Development Providers . . . . .	13



## Recertification of Educators in Massachusetts

The Education Reform Act of 1993, amended in January, 1994, is designed around three major building blocks:

- high expectations for students, schools, and educators
- performance and accountability measures for students, schools, and educators
- "tools" to accomplish these goals such as increased funding, expanded empowerment, and school/community partnerships

One provision of this legislation replaces lifetime licensure of educators in Massachusetts with five-year renewable certificates. All educators, including teachers, guidance counselors, school nurses, principals, superintendents and other educators certified under Massachusetts General Laws, Chapter 71, Section 38G, are required to renew at least one certificate that they hold by 1999.

## Professional Development Points

Recertification requires an educator to earn 120 Professional Development Points for the first certificate to be renewed in the five-year renewal cycle. At least 60 points must be earned in the content and professional skill areas of the certification, with the remainder of the points earned through activities which address other educational issues and topics that improve student learning. Additional certificates can be renewed by earning 30 additional points per certificate in the content and professional skill areas of the certificates.

## Activities Eligible for Recertification

Educators are required by law to develop an Individual Professional Development Plan that outlines the activities in which they will engage for their professional development and to earn their 120 Professional Development Points. This plan should focus on the goals of the individual for strengthening content and professional knowledge, remaining current in educational issues, and addressing the educational goals of the school, district, and state. Professional Development Points can be earned through activity such as courses, seminars, workshops, and conferences; the National Board for Professional Teaching Standards (NBPTS) Certification Program; school and district professional development programs; mentoring, peer coaching, and cooperative teaching; and self-directed education projects. Educators must accumulate at least four hours on any one topic in order for these hours to be eligible for recertification. These hours do not have to be consecutive.

**Additional information on recertification** can be found in materials available from the Massachusetts Department of Education:

***Recertification Guide for Massachusetts Educators***

***Questions and Answers on Recertification***



## Overview on the Professional Development Provider System

An organization or individual desiring to provide offerings that are eligible for Professional Development Points in Massachusetts may become approved by applying to the Massachusetts Department of Education. Upon approval, Professional Development Providers assume responsibility for upholding the state's standards for professional development and implementing the state's procedures for recertification. All Professional Development Providers will receive from the Department of Education free software, developed by The CO/OP of Waltham, Massachusetts. This software will help them to manage information on their offerings and to issue "certificates of completion" that indicate the Professional Development Points that educators have earned.

The Professional Development Provider system will lay the foundation for the establishment of a statewide network of professional development offerings that will expand the range of options available to educators across the state. The Department of Education will work to expand and enhance this network in the coming months and years.

## Standards for Professional Development in Massachusetts

The Massachusetts Recertification Program respects the commitment that educators have to their own professional growth. It appreciates the many ways in which educators are continually engaging in high quality activity that is expanding their skills, strengthening their ability to teach and serve students in their

classrooms and schools, and enhancing their educational leadership.

The Education Reform Act requires that planning for professional development take place at the state, district, and school levels. For professional development activity to be eligible for recertification, it must adhere to high quality standards that are established by the Department of Education. These standards are described in the **Characteristics of Quality Professional Development** which can be found on page 5.

## The Professional Development Provider Process

### *Who can be a Professional Development Provider?*

- Public school districts
- Colleges and universities
- Non-public schools
- Educational collaboratives, agencies, and associations
- Educational partnerships and corporations
- Public, not-for-profit educational organizations
- Private, for-profit organizations and individuals

### *How do school districts, schools, organizations, or individuals become Professional Development Providers?*

In this packet is an application form for prospective Professional Development Providers. This application requests information on the name of the contact person at the Provider site and asks for information on the kind of software that will be needed.



**Private, for-profit organizations and individuals:** Please note that an additional form is required that requests documentation and credentialing information.

## ***What is expected of Professional Development Providers?***

**Professional Development Providers are expected to:**

- Maintain and model high quality standards in all of their offerings and in interactions with educators.
- Designate one individual to be a contact person with the Department of Education in regard to the Professional Development Provider program.
- Ensure that Professional Development Provider points are given to educators only for offerings that have sound educational applications and are within the guidelines and spirit of the Massachusetts Recertification Program.
- Maintain educators' evaluations of offerings for a one year period from the date of the offering. Make these records available to the Department of Education upon request for audit purposes.
- Award certificates of completion, within 30 days of completion of the activity, to educators who have successfully completed the activity.
- Maintain copies of materials that announce offerings that are eligible for Professional Development Points. Provide these materials to the Department of Education upon request.

## ***What can Professional Development Providers expect from the Massachusetts Department of Education?***

- Assignment of a Professional Development Provider registration number.
- An orientation meeting for new Providers will take place on March 2, 1995. Please see the yellow flyer at the end of this application.
- Technical assistance and information on the Massachusetts Recertification program and on meeting the professional development needs of educators from the Massachusetts Department of Education.
- Free software on which Providers can maintain a data base on their offerings and participating educators. Software will enable Providers to issue Certificates of Completion and reports that may be requested by the Department of Education.
- Technical assistance workshops on the use of the software will be offered in regional workshops. Dates and locations for the first 4 workshops are as follows:  
**March 27, 1995** - Lynnfield  
**March 29, 1995** - Chicopee  
**April 10, 1995** - Taunton  
**April 12, 1995** - Fitchburg  
  
Two additional workshops will be held in the fall, 1995. Please refer to the green flyer at the end of this application for more specific information.
- For additional information and technical assistance on the use of the software or

the regional workshops, call The CO/OP support hotline at (617) 891-1999.

- Statewide dissemination of a listing of registered Professional Development Providers by regional and topical areas. See attached **voluntary** reporting form.
- Competitive grants for meeting "gaps" in existing professional development offerings.

## ***What is the role of the Contact Person at the Professional Development Provider site?***

- Ensure that offerings of the Provider are appropriate and eligible for Professional Development Points.
- Ensure that announcements of offerings and evaluations by participants are maintained for potential audit by the Department of Education.
- Ensure that certificates of completion are awarded on a timely basis.
- Provide reports to the Department of Education as requested.

## ***What kinds of audits will the Department of Education undertake?***

In order to ensure that educators are receiving quality professional development opportunities, the Department of Education may:

- Request to see the promotional materials that announce recertification offerings.

- Request selected copies of educators' evaluations of offerings within one year of the date of the offering.
- Request to visit activities being offered for recertification.

## ***What is the period of approval for a Professional Development Provider?***

Professional Development Providers will be approved for the first cycle until June 30, 1996. The second cycle will be for a three year period that will begin on July 1, 1996 and end on June 30, 1999. The expectations for Providers may escalate for the second cycle as providers and the Department expand their capacity to provide professional development opportunities.

## ***Is there a fee to become a Professional Development Provider?***

No.



## CHARACTERISTICS OF QUALITY PROFESSIONAL DEVELOPMENT

The Massachusetts Department of Education believes that the following attributes should characterize any overall system of quality professional development for educators.

### Quality professional development for Massachusetts educators includes:

- Integration of the Common Core of Learning and the Curriculum Frameworks.
- Application of current research, including principles of adult learning and the organizational change process.
- Involvement of participants in professional development design, implementation, and evaluation.
- Technologies for classroom management, instruction, and professional growth.
- Models that promote multiple strategies for professional growth that could include reflection, mentoring, guided practice, and study groups.
- Opportunities to learn from peers across and within differing educational roles.
- Understanding of effective approaches to professional development and their relationship to the culture of the school and district.
- Encouragement of and support for experimentation and risk-taking.
- Discipline-specific and interdisciplinary

approaches to teaching, learning, and assessment that incorporate high expectations for all students.

- Developmentally appropriate strategies for instruction and curriculum that meet the needs of diverse student learners.
- Strategies for reaching out to and involving families and communities.
- Leadership skill training for school administration and management.
- Follow-up that focuses on the application of professional development to the improvement of student learning.
- Other areas that promote the implementation of Education Reform.

### Schools and school districts can support and encourage quality professional growth by providing:

- A shared vision for professional development within the district and the school that supports continuous improvement that is embedded in daily practice.
- Coherent, quality professional development plans for districts and schools that support school, district, individual educator, and state goals.
- Time and resources to plan, engage in, and assess professional development.
- Supportive environments for educators to acquire, practice, and experiment with new learnings.



## Characteristics of Quality Professional Development (continued)

- Equitable access to opportunities for practicing, sharing, and disseminating successful practices on-the-job.
- Collegiality and collaboration across and within professional roles.



# The Commonwealth of Massachusetts Department of Education

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## INFORMATION AND DIRECTIONS FOR COMPLETING APPLICATION FORMS

On the pages that follow are two Application Forms:

### **I. "Application Form for Professional Development Providers" Part I and Part II**

These forms must be completed by all applicants. They will provide us with pertinent information about your school/organization and your specific software needs. All approved Professional Development Providers will be provided with free software that will allow you manage information related to your offerings and generate award certificates. Because the software you receive will be personalized to your school/organization, it is important that you complete the Application Form as accurately as you can. Please make sure that your DOE code (if applicable) appears clearly in the spaces provided.

**Note to for-profit organizations and individuals:** Please note the additional Documentation and Credentials Form that is required with your application.

### **II. "Voluntary Form for Inclusion in Catalog of Professional Development Providers"**

If you choose to complete this optional form, information about your Professional Development offerings will be provided to educators throughout the state. This information will be available through Mass Ed On-Line/LearnNet, for which all school districts have accounts, and in hard copy versions.

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Please return completed application form(s), along with your signed Statement of Operational Assurances, to:

Susan Freedman, Executive Director  
Certification and Professional Development Coordination  
Massachusetts Department of Education, 5th Floor  
350 Main Street, Malden, MA 02148

If you have questions about your application, please contact Barbara Aschheim at the Department of Education, (617) 388-3300 x214.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for ensuring the integrity of the financial system and for providing a clear audit trail. The document also mentions that this practice is essential for identifying any discrepancies or errors in the data.

In the second part, the document outlines the various methods used to collect and analyze data. It describes how data is gathered from different sources and how it is then processed to extract meaningful information. The document also discusses the challenges associated with data collection and analysis, such as ensuring the accuracy and reliability of the data.

The third part of the document focuses on the results of the data analysis. It presents the findings of the study and discusses their implications for the financial system. The document also mentions that the results of the analysis have been used to inform policy decisions and to improve the efficiency of the financial system.

Finally, the document concludes by summarizing the key points of the study. It reiterates the importance of maintaining accurate records and the need for continuous monitoring and analysis of the financial system. The document also mentions that the findings of the study will be used to inform future research and to improve the overall performance of the financial system.





# The Commonwealth of Massachusetts Department of Education

## APPLICATION FORM FOR PROFESSIONAL DEVELOPMENT PROVIDERS PART I

Please Indicate Your School/Organization Designation (check one only):

- ☐ Public School District/Public School
- ☐ Educational Collaborative
- ☐ Non-Public School
- ☐ Approved Degree Granting College or University
- ☐ Not-For-Profit Educational Agency, Association or Organization
- ☐ Private or For-Profit Partnership/Corporation\*
- ☐ Private or For-Profit Individual\*
- ☐ Interdistrict arrangement. Please describe (Designate one district as the Provider for the next section):

\*(Please refer to Documentation and Credentials Form located in this application packet).

School District/Organization: \_\_\_\_\_

DOE/HECC Code (if applicable): \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### DESIGNATED PROFESSIONAL DEVELOPMENT PROVIDER CONTACT PERSON:

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_ FAX: \_\_\_\_\_

Internet/E-Mail Address (If Available): \_\_\_\_\_

### SOFTWARE:

Professional Development Providers will receive software and training at no cost. On the reverse side of this page is PART II of this application which requests information on your software needs. If you have any questions about your software needs, please address them to Edward Kazanjian, Executive Director, The CO\OP, (617)891-1999.

Please return completed form(s) to: Susan Freedman, Executive Director  
Certification and Professional Development Coordination  
Massachusetts Department of Education, 5th Floor  
350 Main Street, Malden, MA 02148





# APPLICATION FORM FOR PROFESSIONAL DEVELOPMENT PROVIDERS: PART II

**DIRECTIONS:** This part of your application form will be used by the software designers to develop your personalized software. Please complete this information as accurately as possible (you may need to do research in your school/organization to determine needs). The chart below asks you to indicate what type of computer system your organization uses (PC, PC Compatible or Macintosh) and what type of disk size (for PCs only). You may indicate a need for both types of software. Please refer to examples in the shaded boxes.

**Installation:** The software can be installed in a "primary area" (eg. superintendent's office or college registrar's office) and in "secondary areas" (eg. school building offices/administrative areas). School districts and institutions of higher education who may have multiple locations will most likely install software in several locations to maximize usage. Individual providers, not-for-profits and associations whose operations may be based in one location will most likely install software in a primary area only.

*For multiple location users who provide more than one location on the form below: Please make sure you clearly indicate the type of software needed for each location.*

Name of School District/Organization: \_\_\_\_\_

Computer/Operating System/Disk Size  
(Check [✓] appropriate boxes for each installation location)

PC/PC Compatible      Disk Size      or      MACINTOSH

Primary Location for Software Installation (1 Location Only)	Address of Primary Location	DOS [✓]	WINDOWS [✓]	5 ¼ [✓]	3 ½ [✓]	MACINTOSH (68020 OR HIGHER) & SYSTEM 7.x [✓]
eg. Superintendent's Office eg. Registrar's Office	Anytown School District, Main St. Anytown U. Massachusetts, Amherst, MA	✓	✓	✓	✓	
<b>Secondary Location(s) for Software Installation</b> (May Be Multiple Locations)	<b>Address of Secondary Location(s)</b>	DOS [✓]	WINDOWS [✓]	5 ¼ [✓]	3 ½ [✓]	MACINTOSH (68020 OR HIGHER) & SYSTEM 7.x [✓]
eg. Principal's Office, Anytown Elementary eg. French Department, U. Mass, Amherst	Anytown Elementary, Main St. Anytown College of Liberal Arts, U. Mass, Amherst		✓	✓		✓



Secondary Location(s) for Software Installation (May Be Multiple Locations)	Address of Secondary Location(s)	DOS [✓]	WINDOWS [✓]	5 ¼ [✓]	3 ½ [✓]	MACINTOSH (68020 OR HIGHER) & SYSTEM 7.x [✓]

Please feel free to make additional copies of this form if additional space is needed.



# The Commonwealth of Massachusetts Department of Education

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## STATEMENT OF OPERATIONAL ASSURANCES FOR PROFESSIONAL DEVELOPMENT PROVIDERS

The applicant, \_\_\_\_\_, hereby assures that:

- A. The applicant has the necessary authority to apply for and accept Massachusetts State Department of Education approval as a Professional Development Provider and has the authority of the governing body or chief officer of the organization.
- B. Programs will be operated in compliance with all applicable state laws, regulations, and other policies and administrative directives of the Massachusetts Board of Education.
- C. A specific individual will be designated as the manager of the Professional Development Program.
- D. Only activities that meet Recertification requirements as described in Department of Education materials will be offered for Professional Development Points.
- E. Certificates of completion will be awarded within 30 days of completion of an activity to educators who have successfully completed the activity, as defined by the Provider.
- F. Provider records will be maintained on computer software provided by the Department of Education or maintained on comparable equipment.
- G. Evaluations of offerings, provided by educators, will be maintained for a period of one year and made available to the Department of Education upon request for audit purposes.
- H. Professional Development Provider approval is in effect until June 30, 1996 and may be withdrawn if policies and regulations are not followed.
- I. The applicant will not discriminate or permit discrimination against any person or group of persons on the basis of race, color, creed, age, national origin or sex, in compliance with Title VI and Title IX, or handicap, in compliance with section 504.

\_\_\_\_\_  
Signature of authorized official / date

\_\_\_\_\_  
Signature of contact person / date







# The Commonwealth of Massachusetts Department of Education

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## DOCUMENTATION AND CREDENTIAL FORM

(for private and for-profit individuals, partnerships, and corporations)

NAME OF ORGANIZATION/INDIVIDUAL \_\_\_\_\_

How long has your organization been in existence?

How does your organization assess and plan for the professional development needs of educators?

What are the qualifications that are required of your instructional personnel?

What processes does your organization use to evaluate the effectiveness of its programs?

Please provide any materials that will help to expand on the above questions or provide useful information on the qualifications of your organization to be a Massachusetts Professional Development Provider.

Kindly list three references that will reflect the range of services that the organization provides:

NAME PHONE

NAME PHONE

NAME PHONE

Please return Documentation and Credentials materials with your application materials and a signed Statement of Operational Assurances.





# The Commonwealth of Massachusetts Department of Education

## VOLUNTARY FORM FOR INCLUSION IN CATALOG OF PROFESSIONAL DEVELOPMENT PROVIDERS

**INFORMATION/DIRECTIONS:** In order to inform Professional Development Providers and other educators of the range of Professional Development opportunities throughout Massachusetts, we ask that you please complete this form and return it with your application materials.  
This form is optional.

**A. Type of Organization (Check one only):**

- ☐ Public School District/School
- ☐ Chapter 40 Section 4E Collaborative
- ☐ Non-Public School
- ☐ Approved Degree Granting College or University
- ☐ Not-For-Profit Educational Agency, Association or Organization
- ☐ Private or For-Profit Partnership or Corporation
- ☐ Private or For-Profit Individual

**B. NAME OF SCHOOL/DISTRICT OR ORGANIZATION:** \_\_\_\_\_

**C. PROFESSIONAL DEVELOPMENT PROVIDER CONTACT PERSON:** \_\_\_\_\_

**ADDRESS:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**TELEPHONE:** \_\_\_\_\_

**FAX NUMBER:** \_\_\_\_\_

**INTERNET/E-MAIL ADDRESS (IF AVAILABLE):** \_\_\_\_\_

**D. LOCATION IN MASSACHUSETTS (Check one only):**

- ☐ Cape Cod
- ☐ Greater Boston (Within Rte. 128)
- ☐ Northeast
- ☐ Central/East (Areas between Rtes. 495 and 95)
- ☐ Central/West (Areas between Rtes. 91 and 495)
- ☐ West (Areas west of Rte. 91)





Name of School/District or Organization: \_\_\_\_\_

E. **CERTIFICATION AND TOPICAL AREAS:**

Please indicate the certification or topical area(s) that best describe your offerings, as well as the grade levels for which they are relevant. You may also add a 10 word descriptor next to each box that you check. Areas can be added or deleted by contacting the Department of Education at (617) 388-3300 Ext.214.

**CERTIFICATION AREAS**

**Relevant Level(s)**

	N-6	7-12	All Levels	10 Word Description
1. <input type="checkbox"/> Young Children w/Special Needs (ages 3-7)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
2. <input type="checkbox"/> Early Childhood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
3. <input type="checkbox"/> Elementary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
4. <input type="checkbox"/> Middle School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
5. <input type="checkbox"/> ESL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
6. <input type="checkbox"/> English	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
7. <input type="checkbox"/> History	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
8. <input type="checkbox"/> Social Studies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
9. <input type="checkbox"/> Mathematics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
10. <input type="checkbox"/> Science	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
11. <input type="checkbox"/> Languages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____
12. <input type="checkbox"/> Humanities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____ _____ _____

13. <input type="checkbox"/> Behav. Sciences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
14. <input type="checkbox"/> Business Mgt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
15. <input type="checkbox"/> Secretarial Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
16. <input type="checkbox"/> Art/Music	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
17. <input type="checkbox"/> Physical Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
18. <input type="checkbox"/> Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
19. <input type="checkbox"/> Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
20. <input type="checkbox"/> Home Economics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
21. <input type="checkbox"/> Technology Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
22. <input type="checkbox"/> Reading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
23. <input type="checkbox"/> Speech	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
24. <input type="checkbox"/> Consulting Teacher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
				_____
25. <input type="checkbox"/> Severe Special Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
26. <input type="checkbox"/> Moderate Special Needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____



27. ☐ Hearing/Lang. Disorders ☐ ☐ ☐

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28. ☐ Special Needs: Audition ☐ ☐ ☐

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29. ☐ Special Needs: Vision ☐ ☐ ☐

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30. ☐ SPED Administration ☐ ☐ ☐

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31. ☐ Media Specialist ☐ ☐ ☐

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32. ☐ School Psych. ☐ ☐ ☐

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33. ☐ Guidance ☐ ☐ ☐

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34. ☐ Pupil Personnel Svc. ☐ ☐ ☐

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35. ☐ Principalship ☐ ☐ ☐

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36. ☐ School Business Admin. ☐ ☐ ☐

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37. ☐ School Supervisor ☐ ☐ ☐

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38. ☐ Superintendency ☐ ☐ ☐

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39. ☐ Administrative ☐ ☐ ☐

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40. ☐ Mentorship/Supervision ☐ ☐ ☐

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41. ☐ Child Development ☐ ☐ ☐

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TOPICAL AREAS

42. ☐ Assessment Methods ☐ ☐ ☐

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43. ☐ Team Building ☐ ☐ ☐

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44. ☐ School Based  
Management ☐ ☐ ☐

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45. ☐ Other: \_\_\_\_\_ ☐ ☐ ☐

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46. ☐ Other: \_\_\_\_\_ ☐ ☐ ☐

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47. ☐ Other: \_\_\_\_\_ ☐ ☐ ☐

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48. ☐ Other: \_\_\_\_\_ ☐ ☐ ☐

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49. ☐ Other: \_\_\_\_\_ ☐ ☐ ☐

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50. ☐ Other: \_\_\_\_\_ ☐ ☐ ☐

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